

Florence County Health
Department 2020

Workforce Development Plan



Public Health
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**Florence County
Health Department**

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2020 Florence County Workforce Development Plan

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Introduction

This document provides a comprehensive workforce development plan (WDP) for Florence County Health Department (FCHD). It also serves to address the documentation requirement for Reaccreditation Standard 8.1: *The health department's workforce has the multidisciplinary skills needed for the health department to achieve its mission, goals and objectives.*

The issues Florence County Health Department faces mirror the national concern of a widening gap between the Public Health system's charge to improve the health of populations and the capacity of the public health workforce to meet that challenge. Critical challenges facing the public health system are an aging workforce, workforce shortages, funding cuts, and greater demands on the public health system to support its broad mission to prevent new and emerging disease, promote healthy lifestyle behaviors, protect the environment from hazards and prepare for emergencies. In order to meet these demands, it is imperative that local public health agencies have a comprehensive workforce development plan that provides a roadmap to address these challenges. Workforce competency in public health continues to evolve but has increasing demands in IT advances, increasing.

Plan Purpose

The purpose of the FCHD WDP is to ensure a systematic process is in place for FCHD professional staff to identify individual competency strengths and areas for improvement as compared to national standards, and to institute corrective actions to fulfill improvements. This will ultimately ensure that staff is using a continuous quality improvement (CQI) process to enhance their skill sets. Fundamental to this work is identifying gaps in knowledge, skills, and abilities through the assessment of both organizational and individual needs, and addressing those gaps through targeted training and development opportunities.

Plan Goal

The goal of this workforce development plan is to assure a competent, skilled and dynamic professional public health workforce who systematically pursues opportunities to increase their skill sets so they can contribute to the goals of the FCHD Strategic Plan, and ultimately improve the quality of public health services and programs offered to the residents of Florence County.

Workforce Profile

Introduction

This section provides a description of Florence County Health Department’s current and anticipated future workforce needs addressing and being responsive to public health priorities. Evolving future strategies around the changing external environment are taken into consideration in determining training needs such as climate change and advances in technology for information management and communication. Capabilities in increasing facilitation skills for community engagement and providing health equity through cultural competence for the population is assessed through nationally developed competencies and is a priority for the department.

The table below summarizes the demographics of the agency’s current workforce as of February 20, 2020.

| Category | # or % |
|---|---------------|
| Total # of Employees: | 5 |
| # of FTE: | 4.25 |
| Gender: | |
| Female: | 5 |
| Male: | 0 |
| Age: | 0 |
| < 20: | 1 |
| 20 – 29: | 0 |
| 30 – 39: | 1 |
| 40 – 49: | 1 |
| 50 – 59: | 2 |
| >60: | 0 |
| Primary Professional Disciplines/Credentials: | |
| Leadership/Administration: | 1 |
| Nurse: | 2 |
| Registered Sanitarian/EH Specialist: | 1 |
| Finance: | 1 |
| Health Educator: | 1 |
| Clerical/Administrative Support: | 1 |
| Nurse Practitioner: | 0 |
| Medical Directors: | 1 |
| Other: Intern | 1 |
| Retention Rate per 5 Years: | |
| >20 years: | |
| >10 years: | 1 |
| >5 years: | 1 |
| <5 years: | 3 |
| Employees < 5 Years from Eligible Retirement: | |
| Management: | 1 |
| Non-Management: | 1 |

Workforce Profile

Assessment against adopted core competencies and future needs

(PHAB-Reaccred. 8.1.1.b)

Nationally Accepted Public Health Competencies: The FCHD recognizes the Council on Linkages Core Competencies for Public Health Professionals as the benchmark for basic skills required of all FCHD professional staff. The Core Competencies for Public Health Professionals (Core Competencies) are a set of skills desirable for the broad practice of public health. They reflect the characteristics that FCHD staff need to possess in order to protect and promote health in the community. The Core Competencies address the following key dimensions of public health practice:

1. Analytic/Assessment
2. Policy Development & Program Planning
3. Communication
4. Cultural Competency
5. Community Dimensions of Practice
6. Public Health Sciences
7. Financial Planning and Management
8. Leadership and Systems Thinking

In addition, the agency evaluated staff competency relative to the 15 Preparedness Capabilities as determined by the Centers for Disease Prevention and Control (CDC). These capabilities are assessed annually in all Local Health Departments (LHDs) and tribes through the Wisconsin Department of Health Services (DHS) Public Health Preparedness program. Annually, Wisconsin Department of Health Services Public Health Emergency Preparedness identifies key preparedness capability areas to be addressed through grant deliverables in plans, corrective actions and appropriate trainings and/or resources to ensure that competency scores are increased. The 15 Preparedness Capabilities are as follows:

1. Community Preparedness
2. Community Recovery
3. Emergency Operations Coordination
4. Emergency Public Information and Warning
5. Fatality Management
6. Information Sharing
7. Mass Care
8. Medical Countermeasure Dispensing

Workforce Profile

9. Medical Material Management and Distribution
10. Medical Surge
11. Non-Pharmaceutical Interventions
12. Public Health Laboratory Testing
13. Public Health Surveillance and Epidemiological Investigation
14. Responder Safety and Health
15. Volunteer Management

Emergency Preparedness & Response - *Public Health Preparedness & Response Core Competency Model*
<http://www.asph.org/document.cfm?page=1081>

Other Competency

In addition to the use of the competencies listed above the following are used to guide the professional development in discipline-specific areas:

- Environmental Health - *Environmental Health Competency Project: Draft Recommendations for Non-Technical Competencies at the Local Level* <http://www.apha.org/programs/standards/healthcompproject/corenontechnicalcompetencies.htm>

Strategies

FCHD implements workforce development strategies to address current and anticipated gaps in capacities and capabilities through a variety of mechanisms. One of those tools is mandatory training as noted in the table below. Assurance of current credentials as identified by discipline is included below. Utilizing public health resources for training and curricula topics for staff are also included in the plan. FCHD partners with academic and educational programs to promote the training of current and future public health workers. In 2020, the department collaborated with an online Masters Public Health program through Kent State University. Professional development for staff and leadership opportunities are utilized through the Wisconsin Public Health Association (WPHA) and Wisconsin Local Health Departments and Boards (WALHDAB).

Workforce Profile

Mandatory Training

The table below lists training required by the agency and/or by state or federal mandate:

| Training | Who | Frequency |
|------------------------------------|---------------|------------------|
| HIPPA Compliance | All staff | Annually |
| Civil Rights | All Staff | Annually |
| Human Trafficking | FP Staff | Annually |
| Quality Improvement | All Staff | Annually |
| ICS 100, 200, 300, 400, 700, & 800 | New Employees | Upon Hire |
| Respiratory Fit Testing | PHN & EPC/CHS | Annually |
| Confidentiality | All Staff | Annually |
| Blood borne Pathogens | All Staff | Annually |
| Strategic Planning | All Staff | Annually |
| Cultural Competency | All Staff | Annually |
| Mandatory Reporting | All Staff | Annually |

CE required by discipline

Multiple public health-related disciplines require continuing education for ongoing licensing/practice. Licensures held by staff and their associated CE requirements, are shown in the table below.

| Discipline | Recertification |
|---|---|
| Nursing (RN) | License Renewal-every 2 years |
| Registered Environmental Health Specialist /Registered Sanitarian | 24 CEUs every 2 years & License Renewal |
| Cardiopulmonary Resuscitation (CPR) | Recertification every 2 years, American Heart Association |

Workforce Profile

Other information

The agency utilizes many discipline specific training opportunities to meet training needs including:

- Maternal Child Health Summit.
- Family Planning related Conferences on reproductive health.
- WIC Annual Staff Conference/Training.
- Health Emergency Preparedness Conference.
- Wisconsin Public Health Association (WPHA)/Wisconsin Association of Local Health Departments and Boards (WALHDAB) Conference.
- TB/STD Conference.
- National Association of County and City Health Officials (NACCHO) Annual Conference
- Wisconsin Environmental Health Association (WEHA)/National Environmental Health Association (NEHA) Annual Educational Conference
- Department of Natural Resources (DNR)/Transient Non-Community (TN) Annual Training

FCHD also utilizes free trainings, webinars, and online training opportunities from such agencies as:

- FEMA - ICS (Incident Command System) classes.
- Center for Disease Control and Prevention (CDC).
- Wisconsin Department of Health Services.

Wisconsin TRAIN

New Employees receive on the job training and spend time shadowing staff. See orientation guides G:/Plans and Reports/Workforce Development/Orientation of New Employees – Orientation Checklist.

Goals, Objectives, & Implementation Plan

Introduction

This section provides information regarding training goals and objectives of the agency, as well as resources, roles, and responsibilities related to the implementation of the plan.

Roles & Responsibilities

The table below lists individuals responsible for the implementation of this plan as well as the associated roles and responsibilities.

| Who | Roles & Responsibilities |
|--------------------|---|
| County Chairperson | Appointing County Board of Health Members. |
| Board of Health | Given authority from the County to be Responsible for approval of budgets and all operations of the Health Department. |
| Medical Director | Provide guidance on overall clinical operations. |
| Health Officer | Responsible to the Board of Health for workforce strategy, priority setting, establishment of goals and objectives, and establishing an environment that is conducive and supportive of learning. Works with staff to find appropriate training/development opportunities. Provide guidance to all staff through coaching and mentoring. Responsible for informing Health Board of workforce development needs, plans, and issues. Identifies high potential employees as part of agency succession plan. |
| All Employees | Ultimately responsible for their own learning and development. Report needs for individual trainings to supervisor. Work with supervisor to identify and engage in training and development opportunities that meet their individual as well as agency-based needs. Identify opportunities to apply new learning on the job. |

Communication Plan

This plan will be approved by the Board of Health and shared with staff on an annual basis. All updates will be shared in the same manner. In addition, this manual may be accessed electronically on the agency shared drive at the following location [G:/Plans and Reports/Workforce Development Plan/Year](#) which all employees have access to at any time.

Process

The FCHD will use the Council on Linkages Core Competencies and CDC capabilities to:

1. Annually assess staff competency relevant to job functions. The assessment used will be the electronic survey available through the WIC-PHET or the Public Health Foundation Core Competency Assessment to be determined annually by the Health Officer and will be conducted in the first quarter of the year for all professional staff. Results will be analyzed by the Health Officer and individual competency training plans will be developed with each employee. The WIC-PHET assessment can be accessed electronically on G: Plans and Reports/Workforce Development/Core Competencies.
2. The training plan will identify the top two areas for improvement for each employee based on the results of the competency assessment and other performance indicators.
3. Areas for improvement will be transferred to an Individual Staff Competency Development Training Plan to document the Plan of Action.
4. The director will assist the employee in identifying competency-based training content and curricula available from recognized institutions. If none are found, the agency will create trainings internally.
5. The employee will be expected to document completion of all education and training in the Staff Training Log.
6. The completed training plan will be reviewed during the employee's annual performance review with the employee.

Supporting Professional Development

The FCHD supports the continued growth and development of its workforce to ensure a competent staff who can meet the needs of its emerging and innovative public health programs and services. Outlined below are opportunities for professional development at FCHD:

- Membership in professional organizations
- Conferences sponsored by professional organizations
- Continuing education related to maintaining professional licensure/certification
- Training opportunities for staff related to nationally recognized core competencies

In addition, FCHD recognizes the importance of on-boarding new staff to provide Quality Improvement training both online and in person. FCHD has established a resource library and a required QI reading list for new staff. New staff is also required to read past storyboards and other QI products completed by FCHD and potentially other health departments to build infrastructure for QI knowledge and experience.

Population Characteristics (PHAB– Reaccred 8.1.1.d)

FCHD considers the characteristics of the county in recruitment efforts to reflect the population served. Data from the 2020 Community Health Assessment (CHA) and on-going evaluation of the characteristics of the population is integrated in outreach for recruitment. The health department serves an area of 488 square miles and has a population of approximately 4,400 according to the 2017 US Census. Florence is one of two counties in the State of Wisconsin with no incorporated cities or villages. About 50% of children attending Florence Schools are eligible for free or reduced-price lunch which is a significant indicator of general economic status for the county because families must be at or below 185% Federal Poverty Level (FPL) to qualify.

Our sizeable low- to moderately-low-income (less than 200% FPL*) population is prone to poorer health outcomes. Research has linked race and ethnicity to inequitable health outcomes. Florence County has limited cultural diversity. However, health equity is affected by economics, access, geography, and transportation as well. Additionally, the overall literacy rate for Florence County is below the state average.

Florence County is often referred to as a “retirement community”, with many residents over age 60 and fewer young people. The aging population trend has been established over the past ten years and is expected to continue into the future. Related to this, we have a high proportion of disabled residents when compared to the state (see below). An aging population is also a consideration in overall health outcomes.

Although cultural diversity is limited, FCHD has instituted updated policies to prevent cultural bias in recruitment efforts. One such example is by removing the name of the applicant to prevent racial or ethnic biases. The name of the applicant is not relevant when reviewing for the quality of the potential employee and therefore, should not allow for implicit bias to enter the process.

Identify Potential Barriers

Very small staff so individuals are often very busy already and adding more training requirements can feel overwhelming.

To address this, the health officer will discuss training plans with each employee and individualize so training will be meaningful and targeted. These plans will be reviewed mid-year and any necessary adjustments can be made at that time. Employees may also set up additional meetings with the health officer if at any time s/he feels the plan needs to be modified.

Low public health funding.

Wisconsin has one of the lowest public health budgets compared to other states. Therefore, each employee in the department will need to be as effective and efficient as possible. Having targeted and personalized training should help to make this achievable.

Sustainability

Sustainability is a critical component for the long-term success of the workforce development plan and the assurance of a well-educated and competent workforce. All staff development is recorded on the annual staff training log. The director monitors on a quarterly basis the staff training completed individually through a meeting with each staff to assure implementation is occurring as planned.

These updates will include the development of the agency-wide training plan and maintaining the individual staff orientation guides. The Workforce Development Plan will be updated with staff every three years. The workforce development work plan is maintained on an annual basis and is based off addressing the gaps identified within a one-year timeframe.

Linkage to Strategic Plan (PHAB-Reaccred. 8.1.1.e)

FCHD addresses health department priorities in the workforce development plan which will support achievement of the goals and objectives in the department's strategic plan. One of the four strategic priorities in the 2019-2021 strategic plan focuses on workforce development.

2 Strategic Priority: Workforce Development

Goal 1: Assure a work environment where employees are supported and valued

- **Objective:** Demonstrate an increase in employee satisfaction via annual surveys.
- **Objective:** Annually implement staff wellness policy that supports workforce retention.
- **Objective:** Annually review results of Employee Feedback Survey and develop recommendations for department improvements.

Goal 2: Maintain a passionate, competent workforce

- **Objective:** By December 31, 2019 update/revise Florence County Health Department Workforce Development Plan.
- **Objective:** Conduct annual staff Public Health Core Competency Assessments to identify gaps, to improve competencies, and link staff to training resources.
- **Objective:** By December 31, 2019, revise the administrative assistant Orientation Guide to assure staff competency in succession planning.
- **Objective:** By December 31, 2019, develop an annual staff training plan/calendar to formalize and improve employee capacity.
- **Objective:** Annually provide staff training on quality improvement to infuse a quality culture into public health practice and operations (PHAB 5.3.2).

2019-2021 FCHD Workforce Development Work Plan

(PHAB-Reaccred 8/1/1/f)

| Goal | Objectives | Target Audience | Responsible Party |
|--|---|--------------------------|--------------------------------|
| FCHD will assess workforce development needs | <ul style="list-style-type: none"> Annually, FCHD will conduct staff core competency assessments Annually, FCHD will aggregate assessment results to determine agency gaps and needs related to workforce development. Annually, FCHD will develop staff development training calendar responsive to gaps and needs. By December 31, 2021, all FCHD staff will complete identified cross- | All staff, as applicable | Staff and reviewed by Director |
| FCHD will provide workforce development opportunities | <ul style="list-style-type: none"> Annually, FCHD staff will complete individual employee training plan based on competency assessments, individual training/program goals, and interests. Annually, FCHD will implement all staff development training calen- | All staff, as applicable | All staff |
| FCHD will evaluate its workforce and workforce development opportunities | <ul style="list-style-type: none"> Annually, FCHD staff will receive a Florence County performance evaluation. | All staff | All staff |
| Cultural Competency | <ul style="list-style-type: none"> Ensure necessary technologies are available to ensure staff can access resources related to their cultural competence, humility, diversity, and/or | All staff | Health Officer |

FCHD Curricula & Training Schedule

2020-2023

Introduction

This section describes the curricula and training schedule for Florence County Health Department. Additional training courses may be identified based on need.

Accreditation Note: This section is required to meet the documentation requirements associated with Accreditation Standard 8.2.1. Additional training requirements for agency accreditation include:

- Leadership and management development activities (Standard 8.2.2)
- Staff training on patient confidentiality policies (Standard 11.1.2)
- One training on social, cultural, and /or linguistic factors (Standard 11.1.3)
- Staff development in performance management (Standard 9.2.5)

| Topic | Description | Target Audience | Competencies | Schedule | Resources |
|--|--|--|-----------------------------|-----------------|--|
| New Hire Orientation | Introduction to agency, goals, strategic priorities and directions, new hire paperwork | Mandatory for all staff | | As Hired | New employee orientation checklist |
| Employee Policy Manual, Administration Policy Manual | All employees must read the Employee Policy Manual and Administration Policy Manual and are required to sign off acknowledging understanding of all policies contained in the manual. | Mandatory for all staff | | As Hired | Employee Policy Manual, Administration Policy Manual |
| Cultural Diversity | Define culture and cultural diversity. Explain how cultural differences may affect employees. Provide employees with some tools to address the needs of clients and their families from multiple cultures. | Mandatory for all staff | Cultural 4A1, 4A2, 4A3, 4A5 | Annual | HIPAA webinar Z:/HIPAA/HIPAA Log. Civil Rights PowerPoint G:/Staff/Annual Training/Civil |
| CPR and AED Training | To learn the skills of CPR and how to use the AED for all ages. | Mandatory for nurses; Optional for all other staff | | Every two years | American Heart Association |

FCHD Curricula & Training Schedule

| Topic | Description | Target Audience | Competencies Addressed | Schedule | Resources |
|---|---|-------------------------|------------------------|-------------------|---|
| HIPAA Compliance | FCHD has adopted HIPAA Policies to comply with the Health Insurance Portability and Accountability Act of 1996 (HIPAA), as well as other federal and state laws protecting the confidentiality of individually identifiable health information. | Mandatory for all staff | | Initial/ Annually | FCHD HIPAA Policies |
| IS-100, Introduction to the Incident Command System (ICS) | Enable participants to demonstrate basic knowledge of the Incident Command System. | Mandatory for all staff | ASPH 1.4, 3.4 | As Hired | https://training.fema.gov/is/courseover-view.aspx?code=IS-100.b |
| IS-200, ICS for Single Resources and Initial Action | Describe the ICS organization appropriate to the complexity of the incident or event. Use ICS to manage an incident or event. | Mandatory for all staff | ASPH 1.4, 3.4 | As Hired | https://training.fema.gov/is/courseover-view.aspx?code=IS-200.b |
| ICS-300 Intermediate Incident Command System | ICS-300 provides training and resources for personnel who require advanced knowledge and application of the ICS. This course expands upon information covered in the ICS-100 | Mandatory for all staff | | As Hired | https://training.fema.gov/emcourses/crsdetail.aspx?cid=E300&ctype=R |
| IS-700, National Incident Management System (NIMS), An Introduction | Describe the key concepts and principles underlying NIMS. Identify the benefits of using NIMS as a national response model. | Mandatory for all staff | ASPH 1.4, 3.4 | As Hired | https://training.fema.gov/is/courseover-view.aspx?code=IS-700.a |
| IS-800, National Response Framework, An Introduction | The course introduces participants to the concepts and principles of the National Response Framework. | Mandatory for all staff | | As Hired | https://training.fema.gov/is/courseover-view.aspx?code=IS-800.b |

FCHD Curricula & Training Schedule

| Topic | Description | Target Audience | Competencies Addressed | Schedule | Resources |
|---|---|--|------------------------|--------------------|---|
| IS-808: Emergency Support Function (ESF) #8 – Public Health and Medical | The National Response Framework (NRF) presents the guiding principles that enable all response partners to prepare for and provide a unified national response to disasters and emergencies – from the smallest incident to the largest catastrophe. | Recommended For Emergency Preparedness Staff | | As Hired | https://training.fema.gov/IS/courseOverview.aspx?code=IS-808 |
| Emergency Response Plans Awareness | Provide an overview of the Emergency Response Plans currently on file and active within the organization; detailing expectations of personnel and responsibilities associated with the specific tasks and missions assigned; explanations of specific threats or hazards and preparedness issues; personnel readiness; partners and stakeholders; support requirements. | Mandatory for all staff | | Annually | Local Course |
| Points of Dispensing (POD) Training | Provide guidance and instruction in individual roles and responsibilities of each position; equip participants with skills, knowledge, and resources to carry out the full spectrum of dispensing facility responsibilities. | Mandatory for all staff | | As Hired | Local Course |
| Vaccine Management | To protect the vaccine inventory and to minimize potential loss of vaccine when a situation occurs that may compromise safe vaccine storage, such as equipment failure, power out- | Mandatory for all staff | | Annually | FCHD Nursing Policies, CDC Vaccine Storage and Handling Tool Kit |
| Emergency Medication Training | To outline nursing responsibilities and procedures for the management of clients or staff experiencing anaphylaxis, or suspected anaphylaxis shock. | Mandatory for all staff | | As Hired, Annually | FCHD Nursing Policies |
| WIC Civil Rights | Teaches staff civil rights related laws, regulations, procedures, and directives. | Mandatory for all staff | | Annually | Civil Rights Compliance Training |

FCHD Curricula & Training Schedule

| Topic | Description | Target Audience | Competencies Addressed | Schedule | Resources |
|--|---|--------------------------|-------------------------|----------|---|
| Quality Improvement and Performance Management | Three module, online introduction to CQI basics | Select staff | COL Core: 8A7, 8B7, 8C7 | At Hire | NACCHO, Public Health Foundation, APHA, Public Health Improvement Training (PHIT) |
| Strategic Planning | Review strategic goals and objectives, develop new ones as needed, and conduct research to establish a sufficient background of understanding. | All staff | | Annually | NACCHO |
| Human Trafficking | Provide guidance on Human Trafficking | Select staff | | Annually | Wisconsin Department of Health Services-Family Planning Program |
| Mandatory Reporting | To understand the State and Federal requirements of mandatory reporting of clients and circumstances they may be involved in and/or exposed to. | Mandatory for all nurses | | Annually | Wisconsin Department of Health Services |
| | | | | | |
| | | | | | |

Evaluation and Tracking

Introduction

Evaluation of training will provide FCHD with useful feedback regarding its efforts, including content, delivery, vendor preferences, and training effectiveness. Accurate evaluation tracking is necessary, particularly for professional continuing education documentation and quality improvement purposes. This section describes how evaluation and tracking of training will be conducted.

Evaluation

All training provided in house will be evaluated using the Kirkpatrick Model. Most training will be evaluated using a Level 1 evaluation form included as Appendix B. The remaining trainings will be evaluated using Level 2 instruments such as test and quizzes and pre-post questionnaires. The level of evaluation will depend on the material covered in the training. Evaluations may be done via hard-copy or electronic survey. Results will be collated and shared with the appropriate personnel.

Tracking

Each employee is required to track any training on the staff training record, which will be reviewed with their supervisor during the employee performance review.

Agency wide training (such as: HIPAA and Civil Rights training) will be tracked by the Health Officer. Exceptions will be any training required by Environmental Health and WIC which will be tracked by the program staff.

Employees should keep any continuing education certificates. Scanned copies can be placed on the shared drive by each employee in their respective folder.

Conclusion

The FCHD Workforce Development Plan is intended to be a living document and will be reviewed and discussed on an annual basis to reflect the changing needs of the workforce and the population we serve. A list of training resources is located on the shared drive and new resources will be added as they are identified. In addition, the Health Officer shares pertinent trainings regularly through email with staff. The Workforce Development Plan aligns with *PHAB Reaccreditation Domain 4: Maintain a Competent Workforce* and aligns with multidisciplinary skills needed for the health department to achieve its mission, goals and objectives.

Other agency documents and plans

This Workforce Development Plan (WDP) is updated as part of the agency's effort to become reaccredited. It is a part of the agency's resources to improve performance and meet goals and objectives, as well as assist in preparing individuals as part of the agency's line of succession. This WDP is linked with the agency's strategic plan and quality improvement plan.

Review of the plan

This document is reviewed and revised on an annual basis by the Health Officer. Revisions will be based upon the core competencies, the agency strategic plan, findings of annual employee performance reviews, client surveys, and employee requests. The Health Officer will be responsible for the maintenance of the plan. Major revisions will be approved by the Board of Health.

Authorship

This plan was finalized and approved by the Board of Health and Health Officer on the following date.

| Printed Name & Title | Signature | Date |
|---------------------------------|------------------------|-----------|
| Annette Seibold, Health Officer | <i>Annette Seibold</i> | 2/19/2020 |
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